



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, US ARMY ARMOR CENTER AND FORT KNOX  
50 3RD AVENUE, SUITE 305  
FORT KNOX, KENTUCKY 40121-5230

REPLY TO  
ATTENTION OF:

Expires 8 March 2008

ATZK-EO (600)

8 March 2006

**MEMORANDUM FOR**

Commanders, All Units Reporting Directly to This Headquarters  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

**SUBJECT:** Fort Knox Policy Memo No. 27-06 – Consideration of Others (CO<sup>2</sup>) Program

**1. References.**

- a. Department of the Army Consideration of Others Handbook, 11 March 1998.
- b. TRADOC Policy Letter 10, Consideration of Others (CO<sup>2</sup>) Program Policy, 22 December 2005.
- c. Army Regulation 600-20, Army Command Policy, paragraphs 6-3f(3), 6-3i(13), 6-3k(2), 6-3k(11), 6-3k(13), 6-5c, 6-15a(1)(a), 6-15a(2), 1 February 2006.

2. The CO<sup>2</sup> Program is designed to foster an environment in which dignity and respect are paramount. CO<sup>2</sup> involves the awareness, actions, and responsibility of individuals. It is in training that methodology and philosophy are linked. The goal is for group members to understand how issues affect different people and the impact they can have. It is a tool at the commander's disposal, which is used to assist the command in fostering a good organizational climate and maintaining our values-based Army.

3. The CO<sup>2</sup> Program is a training methodology that uses a small group interactive discussion-based format. It involves small groups of 15 to 30 Soldiers and/or civilian personnel and is facilitated by a unit leader or certified facilitator. CO<sup>2</sup> is not equal opportunity; however, it can be used as a methodology when conducting any mandatory human relations training. Topics may include but are not limited to: individual and organizational ethical development, American military heritage, quality individual leadership, team building, equal opportunity, gender issues, family concerns, health, safety, and drug and alcohol abuse. Commanders need to be creative when selecting topics to be facilitated. Creative topics regarding current events generate discussions, which allow personnel the opportunity to voice and understand different opinions.

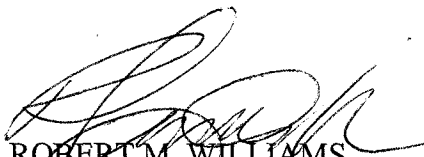
4. Selected small group facilitators must be the most capable personnel available, clearly able to handle themselves appropriately in a small group setting. Each company-level unit should maintain a minimum of two trained small group facilitators. Trained facilitators are defined as unit leaders or personnel who are graduates of the Fort Knox EO Representative Course or the

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CO<sup>2</sup> Small Group Facilitator's Course. Certified Small Group Instructors from a service school, NCO academy, or certified Observer/Controller/Trainers from a Combat Training Center or AC/RC Training Support Battalion will also be considered facilitators. The CO<sup>2</sup> Facilitators Course is conducted by the installation EO office and is available once per quarter.

5. Each unit will conduct at least one 2-hour CO<sup>2</sup> session per quarter. This is the minimum, and commanders should make every effort to capitalize on their facilitators and utilize the CO<sup>2</sup> program to enhance the unit's interaction and cohesiveness. The training will be documented on the unit training schedule and reported during the Quarterly Training Brief (QTB) and Yearly Training Brief (YTB). EO advisors can assist in the execution of the CO<sup>2</sup> Program; however it remains the commander's program.



ROBERT M. WILLIAMS  
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Commanding

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